

# AFFIRMATIVE ACTION

## REPORT

1987 ~ 1988

GEORGE BROWN COLLEGE  
NIGHTINGALE CAMPUS

George Brown



The City College

THE GEORGE BROWN COLLEGE  
OF  
APPLIED ARTS AND TECHNOLOGY

AFFIRMATIVE ACTION REPORT  
1987-1988

D.E. Light  
President

J. Kingshott  
AAAC Coordinator

April 1987

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SECTION I

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INTRODUCTION AND SUMMARY  
OF AFFIRMATIVE ACTION  
1986-1987

## INTRODUCTION AND SUMMARY OF AFFIRMATIVE ACTION

1986-87

With prescience or "female intuition", the Executive Coordinator of the Affirmative Action Advisory Committee promised a relatively quiet year for the committee in 1986-87--a time to pause, think, look at new directions, consider alternatives, redefine goals, and avoid burn-out.

The quiescent<sup>1</sup> time for the AAAC turned out to be absolutely essential. With the exception of the Executive Coordinator, the members of the committee continue to be volunteers who carry out their AAAC activities on top of their regular assignments, whether as staff or students. And 1986-87 was an extremely busy year for the College with the Canadian Job Strategy, the new Ontario Basic Skills program, the new Support Staff Classification System, the new Faculty Workload Agreement, and the burgeoning Futures program--all while normal College activities still had to be maintained and conducted.

However, the AAAC continued to thrive and carry out several important projects (some old, some new). At the first general meeting in September 1986, the thirty members established ten subcommittees:

existing--	annual dinner
	child care
	harassment
	policy on affirmative action
	women and computers
new	--education for women
	expanded mandate
	human rights legislation
	job shadowing
	student liaison

Again this year, the chairpersons of the subcommittees, where so much of the work of the AAAC is accomplished, have submitted reports for their individual subcommittees for 1986-87. (See Section 11, pages 9 to 16.)

Of the AAAC's seven strategies for 1986-87, four have been accomplished. Two others will have been achieved by the end of the current academic year. The seventh strategy, a conference, had to be cancelled. (See Section 11, pages 17 to 23.)

<sup>1</sup> "a temporary cessation of activity"--Webster's Seventh New Collegiate Dictionary

At the January 1987 general meeting, members developed six objectives for the AAAC in 1987-88. (See Section IV, pages 25 to 32.)

For 1986-87, twelve of the sixteen divisions/departments developed twenty-one affirmative action objectives. The reports for their achievement are shown in Section V, pages 33 to 58.

For 1987-88, eighteen affirmative action objectives for women were developed for twelve of the sixteen divisions/departments. (See Section VI, pages 59 to 81.)

Because of the AAAC's expanded mandate (a voluntary decision made in the spring of 1986 to include Native, disabled and visible minority people), the divisions/departments submitted eight affirmative action objectives for these disadvantaged groups. (See Section VII, pages 83 to 92.)

Many of the objectives from the divisions/departments are excitingly proactive, showing real growth and promise for affirmative action in the College.

For the AAAC itself, some of the general activities for 1986-87 included the following:

1. On Friday, June 13, a follow-up day to the February retreat was held to assess the AAAC's past achievements and future directions.
2. An ad hoc subcommittee looked at the role, structure and membership of the AAAC. Recommendations will be submitted to the whole committee at the March 1987 meeting. Most recommendations are minor "housekeeping" changes; for example, establishing criteria for the number of meetings to be attended each year to remain a member of the committee.
3. An ad hoc subcommittee of the subcommittee chairpersons, or their delegate, developed the proposal for the Employment Equity Incentive Fund from the Ministry of Colleges and Universities --a project with a great deal of promise and potential.
4. A graduation "wine and cheese" was held for the twenty participants of the AAAC's Management Development Program. The 24-hour classroom portion of the course was offered in the spring of 1986.

In the fall, three of the women were interviewed and accepted for two-month internships under the direction of the Chairperson, Continuing Education and Marketing; Director of Personnel; and Dean of Research and Program Development. The other seventeen women selected 5 one-day training sessions offered by twelve divisions/departments.

5. A one-day seminar, open to all staff, was conducted by a representative from the Ontario Ministry of Labour on the topic of employment opportunities for disadvantaged groups, including persons with disabilities.
6. Networking meetings were held for the twenty-five female managers in the College. Although the meetings are informal, different issues have been discussed including the pros and cons of mentoring, the "how" of successful lobbying, and strategies for getting more women into senior management.

While the College administration remains male-dominated, five additional women were appointed to management positions in 1986-87:

- i Manager of Accounting (the previous incumbent was a man who assumed other responsibilities)
- ii Supervisor of Payroll (the previous incumbent was a woman who left the College)
- iii Chairperson of Academic Studies (the previous incumbent was a man who was promoted to a dean's position)
- iv Senior Personnel Officer (a new position)
- v Office Manager, Business and Industry (a new position).

Eight of the thirty chairpersons are women. Also, several graduates of both the first and second sessions of the AAAC's Management Development Program have moved into the Support Services Officer classification, including the top SSOD level. They are "ready and waiting" for challenging opportunities.

7. Nomination was submitted for the third annual Employment Equity Award co-sponsored by the Ontario Women's Directorate and the Ontario Chamber of Commerce. There were twenty-eight nominees including three other colleges. The four winners were Consumers' Gas Company Ltd., Ontario Hydro, London

Life Insurance Company, and the University of Western Ontario.

8. A one-day workshop "Applying Learning Style Strategies in Women's Programs" was presented by Dr. Carol Brooks and Susan Booth, co-developers of the original curriculum for Women into Trades and Technology (WITT) program. The workshop was co-sponsored by the Community Outreach Department and the AAAC.

On the same day, the College's WITT program celebrated its fourth year at George Brown with an Open House. Glenna Carr, Assistant Deputy Minister of Skills Development, spoke to the visitors on the importance of women's training programs. About 150 people visited the WITT workshop and saw students demonstrating newly acquired skills.

9. A two-hour seminar for staff on "Dealing with Learning Disabilities" was co-sponsored by the Professional Development Department and the AAAC.

At the College level, several interesting developments/projects have taken place in addition to those already mentioned. For example:

1. The Chairperson of Visual Arts in the Graphic Arts Division and the Chairperson of Hospitality each reported the hiring of three female faculty for their divisions.
2. The National Association of Women in Construction (NAWIC) informed the Chairperson of Architectural Engineering that NAWIC has appointed George Brown College as the only college through which NAWIC's educational courses will be offered.
3. Through the Canadian Job Strategy and in conjunction with the Community Outreach Department the following programs for women were offered by the College and non-profit agencies:
  - i Retail Meat Cutting for Immigrant Women (Hospitality Division)
  - ii Computer Aided Design and Drafting for Immigrant Women (Technology Division)



- iii Technical Sales for Women (Business and Technology Divisions)
  - iv Clerical Training for Employment (Business Division)
  - v STEP (Secretarial Training and Employment Program) (Business Division)
  - vi Overland Training for Employment Project (Business Division)
  - vii Immigrant Women and Community Development in Canada (Community Services Division)
  - viii Focus on Change (Community Services)
  - ix Working Skills for Women (Community Services)
  - x Working Skills for Native Women (Community Services)
  - xi Para Care (Community Services)
  - xii Day Care Assistant Program (Community Services).
4. The Continuing Education and Marketing Division prepared A Guide to Non-Sexist Communication, a brief, clear guide to inoffensive language. Copies were distributed to all staff.
  5. A survey conducted by the Research and Program Development Department and the Continuing Education and Marketing Division indicated that more women than men enrol in CE courses in the College. In 1979 the enrolment ratio for men and women was 62:38. By 1986 the ratio had changed to 48:52--partly because more women are in the paid workforce but also because the College is offering more courses that appeal to women.
  6. George Brown College established on-site workplace day care in Campeau Corporation's new Waterpark Place on Queen's Quay. Fifty children whose parents work in the building can be cared for by eight College staff and Early Childhood Education students who are completing their student practicum.

Set up on the request of the City of Toronto, the non-profit centre is the first of its kind to open in the city. Negotiations are underway for a second workplace daycare centre.

It is these and similar activities taken by all members of the College community that will ensure the success of affirmative action. When all managers engage in enabling measures as standard procedure for their division/department, there will be no need for the AAAC.

In the meantime, the Affirmative Action Advisory Committee continues its work in launching and initiating new concepts/projects/behaviours in the College. It is gaining awareness and acceptance at all levels. Of the thirty members, sixteen are new volunteers who wished to support this important College activity. Of the twenty-six committee members who are on staff, ten are support staff, ten are faculty, and six are administrative staff --from seven different campuses. A number of people had to be "put on the waiting list" for the 1987-88 period because a committee of even thirty is too large to be efficient. Currently, there are eight people eager to step in to replace the members retiring from the committee in June 1987. The grass-roots support is particularly rewarding. It indicates that target groups see affirmative action to be an effective program for providing equal opportunity for everyone.

D. E. Light  
President

June Kingshott  
Executive Coordinator  
Affirmative Action  
Advisory Committee

SECTION II

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REPORTS BY CHAIRPERSONS  
OF SUBCOMMITTEES  
1986-1987

## REPORTS FROM SUBCOMMITTEES

### Annual Dinner

The Affirmative Action Advisory Committee of George Brown College held its fourth annual dinner on Tuesday, November 25, 1986, in the staff lounge at Casa Loma Campus. Tickets were sold to the general public, and instead of a guest speaker a fashion show followed the dinner. Seventy-seven people attended.

Douglas Light attended on behalf of the President's Office. Jenny Ono and Marilyn Austen attended on behalf of the Board of Governors. Certificates of Appreciation were presented to past members Mary Bruno, Sally Layton and Teresa Karolewski for the work that they did while on the committee. Certificates were mailed to former members Carol MacDonald and Ken Plotnik.

The evening commenced with a cocktail hour. After dinner, students from the first and second year Fashion Program at Kensington provided a fashion show. Cruisewear was provided by Murray Kates Incorporated. The evening concluded with a number of lucky draws.

Out of the evening's proceeds, the Affirmative Action Advisory Committee donated \$250.00 to the Student Services Department. This money will be used for a student bursary or scholarship.

On behalf of the Affirmative Action Advisory Committee, I thank all those who supported our annual event and contributed to its success.

Loreen Miskevich  
Chairperson, Subcommittee for Annual Dinner

### Child Care

The Child Care Subcommittee compiled a resource package for distribution to staff and students of George Brown College. The package includes information on how to find day care, quality indicators of day care, subsidies available for day care, and resources available in Metro Toronto area. These packages will be made available through SAC, Counselling Offices, Health Centres, Admission Offices and Personnel Department.

The chairperson of the subcommittee attended and gave a workshop on "Indicators of Quality Care" at the October 1986 conference of the Ontario Coalition for Better Day Care.

The chairperson of the subcommittee confirmed that the Learning Centre (Kensington Campus) is fulfilling its role of offering 20% of available spaces to College staff and students. (Of the 52 children currently enrolled, there are 16 children who have College affiliation.)

Pamela Doyle-Easton  
Chairperson, Subcommittee on Child Care

### Education for Women

The Education for Women Subcommittee began with a strong commitment to part-time education for women. Two continuing education courses "A Workshop for Women: Your Business Matters" and "Sociology of Women" are presently offered. The title and some aspects of the latter course are being revised. A course tentatively entitled "Personal Money Management for Women" is in preparation. The chairperson of the new General Arts and Science program (soon to be offered on a part-time basis) was given lists of women's groups to which publicity was and will be sent.

We conducted a survey of the educational needs of immigrant women and observed that GBC's Community Outreach Department is actively meeting these needs.

Individual members of the subcommittee are planning to get involved in a series of breakfast workshops for female managers and those interested in management styles, responsibilities and skills. Teamwork and co-operation are traditional feminine approaches we hope to encourage.

We plan to monitor the existence and possibilities of expansion of bridging programs which have been and should be major entry points for women students into technical certificate and diploma programs at the College.

Peggy Needham  
Chairperson, Subcommittee on Education for Women

### Expanded Mandate

The goal-setting meeting of the subcommittee explored two areas:

1. Needs of the handicapped person in the College community:
  - investigation of wheelchair accessibility to the various areas of the College.
  - compilation of a handbook for staff providing strategies for working with disabled persons.
2. Needs in the College community of a person from a different cultural background:
  - explore ways of sensitizing the College community to the needs of such persons by disseminating information and strategies in an interesting, acceptable way e.g. workshops, seminars, etc.
  - review areas of staff training to ensure that the materials used include some information/strategies for dealing with this group.
  - review curriculum to ensure that materials are free of cultural or ethnic bias.

Since several of the areas dealing with the disabled person are under research elsewhere in the College, the second proposal was selected as the one that we would concentrate on.

The first task that we have set ourselves, approved by President Light, is to hold a CROSS-CULTURAL-DAY. It will be composed of workshops and seminars to focus on different cultural patterns within the College community.

Some tentative decisions made so far:

- day to be held in May or October
- in St. James in the atrium
- adjoining rooms to be changed to areas of cultural focus with presentations.

Kay Singh

Chairperson, Subcommittee on Expanded Mandate

### Human Rights

The objective of this subcommittee is to provide opportunities for staff and students to increase their awareness of human rights issues in the classroom. It was felt that so often human rights issues were not

addressed until there was an issue. It is the hope of the AAAC to raise the awareness of College employees in this area and, through education, offset potential problems.

To meet the objective, the AAAC and Professional Development Department co-sponsored two workshops with human rights lawyer Mary Meany. The workshops addressed many controversial issues and raised the awareness of all participants.

It is felt that more developmental work is needed in this area, and teachers who attended the session for staff indicated a need to have speakers in their classrooms to address this topic.

Yvette Jones  
Chairperson, Subcommittee on Human Rights Legislation

### Job Shadowing

In the fall of 1986 eight managers were selected at random from Personnel, Professional Development, Research and Program Development, Hospitality and Fashion, Student Services and Support Services, Registrar's Department, Physical Resources, and Continuing Education and Marketing. They were interviewed by the subcommittee and agreed with the overall concept of job enrichment but were more interested in shadowing than "Job Swap", which was the original name of the project.

The objectives of Job Shadowing are to provide job enrichment, to boost employee morale, and to build an awareness of other divisions/departments.

The eight managers or their designate and the candidates they selected from their division/department for the pilot project were invited to a meeting on February 27, 1987. At this meeting, the candidates selected which other candidate they wished to shadow within the areas specified.

It is the responsibility of each manager to set the appropriate date(s) when the Job Shadowing will take place in their respective division/department. It can be a two-to-three day period or broken down into two or three separate days.

The target date for completion of the project is set for April 30, 1987. The project will be evaluated in May, at which time a decision will be made whether or not to go College-wide.

Hazel Blacoe  
Chairperson, Subcommittee on Job Shadowing



### Policy for Affirmative Action

The subcommittee is developing a policy for the AAAC to focus attention on College employees as well as students.

A draft policy was accepted by the general meeting of the AAAC in January when it was agreed to ask the subcommittee to develop a set of procedures to accompany the policy.

The subcommittee is now developing two policies for the College Personnel and Administration Manuals—one for employees and one for students. It is expected that these will be adopted by the College Board of Governors.

(Adoption of an employment equity policy by the College Board of Governors was required before we could access employment equity incentive funds.)

R. B. Gwilliam

Chairperson, Subcommittee on Policy for Affirmative Action

### Sexual Harassment

The Sexual Harassment Subcommittee is presenting five sensitizing sessions on the issue of sexual harassment to the staff in the Technology Division. Each session will be one hour in length. They are based on the obligation of the College as an employer and the obligations of staff as employees to maintain an environment free of discriminatory practices under the Ontario Human Rights Code, 1981, in the areas of services, goods and facilities. The sessions are designed to help the staff recognize the problem of sexual harassment, to identify it when it occurs, and to deal with it effectively. A video tape No Matter What You Call It--Discussing Sexual Harassment has been purchased for the session. There will be a question-and-answer period at the end of each session.

Joan McKay-Weakley

Chairperson, Subcommittee on Sexual Harassment

### Student Liaison

The Student Liaison Subcommittee of the Affirmative Action Advisory Committee will have met 4 times by mid March. Its main concern is to ensure that all George Brown College students be made aware of the scope of our organization.



Representatives from several disciplines are on this subcommittee. There is general agreement among the members that the reason the AAAC has not been totally successful in promoting itself among our student population is simple: the information sent out to prospective students is not being read. The information sheets explaining the purpose of the AAAC is included in a mailed-out "info" package sent to all incoming students in September. Our flyer seems to get "lost in the shuffle".

We have decided to make posters outlining the scope of our organization. These will be put up around the College in the fall of 1987. Flyers will be available for those wishing to obtain more detailed information regarding themes and times of meetings. We also intend to encourage S.A.C. representatives to outline to their colleagues the various uses they may make of the Affirmative Action Advisory Committee.

It is hoped that these suggested ways to encourage student interest will meet with success in the new year.

Kay Oxford  
Chairperson, Subcommittee on Student Liaison

#### Women and Computers

The subcommittee met in the fall of 1986 to establish its objectives for the academic year 1986-87. It was agreed that there was a lack of data available at the community college level as to how computers were impacting female and male students, and as to whether the integration of computers into the curriculum currently reflects the needs of employers.

Therefore, it was concluded that the subcommittee would move into a research mode in order to gather data on these and related questions. The area of Allied Health was suggested because of its predominant female base of students. The Dean of Allied Health was approached and agreed to cooperate with research on dental programs.

The subcommittee has met on several subsequent occasions and has called upon additional research persons to lend expertise. The subcommittee has made the deliberate decision to proceed slowly and carefully with this project in order to ensure that the research is conducted properly. It is not anticipated that the bulk of the data collection will be completed before the fall of 1987.

Brenda Bennett  
Chairperson, Subcommittee on Women and Computers

SECTION III

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REVIEW OF AFFIRMATIVE ACTION  
ADVISORY COMMITTEE OBJECTIVES  
FOR 1986-1987

**Review of Affirmative Action Advisory Committee  
Objectives 1986/87**

**Objective #1:** To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

**Specific Objective #1:** To increase the number of qualified female candidates for managerial positions and to diversify the occupational distribution of women employed by the College.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
I.1.1.	To implement a management development internship program specifically for selected staff women who participated in the management development program in the spring of 1986.	<ul style="list-style-type: none"> <li>- AAAC</li> <li>- President</li> <li>- Managers whose staff participate</li> <li>- Managers of the internships.</li> </ul>	Placement of three women in an internship program with a dean, director, chair or manager for a period of four to six months starting in the summer of 1986.
I.1.2.	To implement short-term management development projects for the graduates of the management development program who do not take part in the internships program of objective I.1.1.	<ul style="list-style-type: none"> <li>- AAAC</li> <li>- President</li> <li>- Managers whose staff participate</li> <li>- Managers of the short term projects.</li> </ul>	Placement of up to seventeen women in three-to-four week management projects selected by appropriate managers; to be undertaken before end of 1986.
<b>Achievement</b>			
1.1.1.	Three female staff held two-month internships with Dean of Research and Program Development; Chairperson, Continuing Education and Marketing; and Director of Personnel.		
1.1.2.	Seventeen women participated in 5 one-day training sessions in the following areas:		
	<ul style="list-style-type: none"> <li>-Hospitality</li> <li>-Student Services</li> <li>-Finance</li> <li>-Continuing Education and Marketing</li> <li>-Futures</li> <li>-Academic Studies</li> <li>-Personnel</li> </ul>	<ul style="list-style-type: none"> <li>-Registrar's Department</li> <li>-Professional Development and International Outreach</li> <li>-Health Sciences</li> <li>and Community Services</li> </ul>	

Review of Affirmative Action Advisory Committee  
Objectives 1986/87

**Objective #2:** To diversify female student enrollment.

**Specific Objective #1:** To develop a positive image of the College as an institution concerned with educational and economic issues that are of particular importance to women.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.1.1. To present a day-long conference to highlight educational and economic issues that are special importance to women. Topics to include community-based training, co-op training, institutional programs, entrepreneurship, volunteerism, funding, and special needs and services for disabled, Native and visible minority women.	-AAAC -President	Conference presented in April 1986 under the title "Paths to Employment" with participants from community groups, business, industry, government and education.
<b>Achievement</b>		
Conference planned and developed, but lack of sufficient number of pre-registrations forced decision to cancel conference.		

Review of Affirmative Action Advisory Committee  
Objectives 1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #2:** To enhance the non-academic environment to encourage the enrolment and graduation of female students.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.2.1. To provide information to students on the availability of child care, the criteria of quality child care, and the requirements for obtaining subsidized child care.	-AAAC	Information made available to SAC, counsellors, health centres, admission offices.
<u>Achievement</u>		
Information packages assembled and distributed.		

**Review of Affirmative Action Advisory Committee  
Objectives 1986/87**

**Objective #3:** To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective #1:** To increase awareness of the implications of sex bias and sex-role stereotyping.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.1.1. To provide to the staff of selected divisions professional development sessions on the implications of sex bias, stereotyping and harassment.	-AAAC	Professional development sessions with at least five divisions.

**Achievement**

Sessions to be conducted with all five areas of Technology Division at both Casa Loma campus and St. James campus before end of academic year.

Review of Affirmative Action Advisory Committee  
Objectives 1986/87

**Objective #3:** To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective #2:** To increase the number of courses that reflect awareness of the contributions and contemporary roles of women.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.2.1.	To continue to provide in-class workshops on women and computers.	-AAAC	Workshops in at least five classes on each major campus.
3.2.2.	To continue to identify specific areas in which the AAAC could offer a guest lecturer or film on women's issues.	-AAAC	Two guest lectures or films addressing selected classes at each major campus.

Achievement

3.2.1. Research project started to determine whether the College's curricula offered to students in Allied Health contain sufficient competencies with respect to the computer to meet the needs of employers.

3.2.2. Guest lectures on human rights offered at Casa Loma for staff and at St. James for students.

SECTION IV

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AFFIRMATIVE ACTION  
ADVISORY COMMITTEE OBJECTIVES  
FOR 1987-1988



**Affirmative Action Annual Report  
Objectives 1987-88**

**PROVINCIAL OBJECTIVE:**

#1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

**Specific Objective:**

#1: To provide job enrichment, to boost employee morale, and to build an awareness of other divisions/departments.

<b><u>Strategy/Activity (What)</u></b>	<b><u>Responsibility (Who)</u></b>	<b><u>Measurement Criteria (How)</u></b>
<p>1.1.1. To plan, develop and implement a project on job shadowing by which anyone in the College can shadow another employee for two or three days provided she has the necessary qualifications.</p> <p>This project is to serve as a pilot project that will encourage managers to provide professional development for their staff.</p>	AAAC	Job shadowing activities carried out by 20 employees by March 31, 1988.

Affirmative Action Annual Report  
Objectives 1987-88

PROVINCIAL OBJECTIVE:

#2: To diversify female student enrolment.

Specific Objective:

#1: To enhance the non-academic environment to encourage the enrolment and graduation of female students.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.1.1. To continue to provide information to students on the availability of child care, the criteria of quality child care, and the requirements for obtaining subsidized child care.	AAAC	Information made available to SAC, counsellors, health centres, admission offices, libraries.

Affirmative Action Annual Report  
Objectives 1987-88

PROVINCIAL OBJECTIVE:

#2: To diversify female student enrolment.

Specific Objective:

#2: To prepare women for entry into technical programs.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.2.1. To meet with selected divisions to promote pre-technical programs for women.	AAAC	One pre-technical program offered before March 31, 1988.

**Affirmative Action Annual Report  
Objectives 1987-88**

**PROVINCIAL OBJECTIVE:**

#3: To ensure that curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective:**

#1: To increase awareness of the implications of sex bias and sex-role stereotyping.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.1.1. To provide to the staff of selected divisions professional development sessions on the implications of sex bias, stereotyping, and harassment.	AAAC	Professional development sessions with those divisions that have not yet been approached i.e.-Business -Academic Studies -Industrial Training -Health Sciences and Community Services.

Affirmative Action Annual Report  
Objectives 1987-88

PROVINCIAL OBJECTIVE: #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Specific Objective: #2: To heighten awareness of technical faculty to the special needs of female students in technical programs.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.2.1. To offer to technical faculty a seminar on "Barriers to Learning".	AAAC	Seminar presented before March 31, 1988.

**Affirmative Action Annual Report  
Objectives 1987-88**

**PROVINCIAL OBJECTIVE: #3:**

To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective: #3:**

To determine whether the College's curricula offered to students in Allied Health contains sufficient competencies with respect to the computer to meet the needs of employers.

<b>Strategy/Activity (What)</b>	<b>Responsibility (Who)</b>	<b>Measurement Criteria (How)</b>
<p>3.3.1. To continue to conduct research on the integration of computers into the curriculum at George Brown College, with specific reference to the following:</p> <ul style="list-style-type: none"> <li>i applicability of computerized curricula to the workplace.</li> <li>ii student access to micro-computers.</li> <li>iii differentials as to gender in acceptance of micro-computers.</li> </ul> <p>(Research started with Allied Health programs in February 1987.)</p>	<p>AAC</p>	<p>Research and follow-up analysis completed by March 31, 1988.</p>

SECTION V

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REVIEW OF AFFIRMATIVE ACTION  
OBJECTIVES FROM DIVISIONS  
AND DEPARTMENTS FOR 1986-1987

**Review of Affirmative Action Objectives from Divisions and Departments  
1986/87**

**Objective #1:** To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

**Specific Objective #1:** To identify areas of weakness of the Registrar's support staff in both technical expertise and interpersonal relations and to provide training to improve performance in both of the above areas.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
I.1.1. To use "Affirmative Action Management Project" study which specifically identified needs of support staff in the Registrar's Department, work with Staff Development Department to develop realistic training program based on identified needs, and provide time for staff to participate in program.	-Registrar	Questionnaire to participating staff to evaluate the benefits of the training program.
<b>Achievement</b>		
1. Three "Stress Management" seminars were conducted with staff after a 12-week interval.	with 3 follow-up meetings	Review of Admissions staff performance at annual meetings with academic divisions a year from now.
2. Three "Telephone Techniques" seminars for support staff with 3 follow-up seminars after 12 weeks. (reinforcement)		
3. One "Telephone Techniques" seminar for management.		
4. More extensive and relevant seminars have been identified and planned for the next fiscal year.		



**Review of Affirmative Action Objectives from Divisions and Departments  
1986/87**

**Objective #1:** To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

**Specific Objective #2:** To assist support staff in the Health Sciences to develop skills in word processing and the use of computers.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.2.1. To make time available for courses in word processing and computer literacy for the support staff.	-Dean of Health Sciences and Community Services	Skills in word processing. Completion of computer literacy course.
<u><b>Achievement</b></u>		
Four support staff attended Computer Literacy courses at the College; three of the four also attended word processing courses outside the College.		

**Review of Affirmative Action Objectives from Divisions and Departments  
1986/87**

**Objective #1:** To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

**Specific Objective #3:** To provide an affirmative action plan for a selected female employee in the Finance Department.

<b>Strategy/Activity (What)</b>		<b>Responsibility (Who)</b>	<b>Measurement Criteria (How)</b>
<b>1.3.1.</b>	To develop and implement the following procedures related to the College's computerized financial systems:		
	i) Quality Control ii) Co-ordination iii) Documentation iv) Training	-Controller -Nola Todd, an accountant	Formal evaluation by Controller, Manager of Accounting, and internal and external auditors.
<b>Achievement</b>			Target date of completion March 31, 1987.
1. New version of Finance and Budgetary Accounting System (BAS) in production.			
2. Operational manual for BAS used as reference material.			
3. Determined foreign exchange procedures on BAS do not meet Finance and Accounting requirements.			
4. Lotus 1-2-3 software and Easywriter software packages used on a daily basis.			
5. Accountant			
1 ) acts as a resource person to the Accounts Payable Department on how to fully utilize the Accounts Payable module in the Budgetary Accounting System.			
ii ) is writing reports using Version 11 Financial Report Writer.			
iii) assisted Manager of Budget and System on the development and use of the Budget Planning System. Assisted in the preparation of the College 1987-88 budget using the Budget Planning System.			
			...see following page...

Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

Objective #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Specific Objective #3: To provide an affirmative action plan for a selected female employee in the Finance Department.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<u>Achievement</u> continued....		
5. iv) acts as a resource person for year-end procedures. v) is building on skills learned from seminars on assertiveness, image and self-projection, power writing.		

**Review of Affirmative Action Objectives from Divisions and Departments  
1986/87**

**Objective #1:** To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

**Specific Objective #4:** To encourage women at all levels in the College to increase their awareness of the importance of microcomputers in enhancing their work skills and to equip them for career opportunities in the technologically dependent society of the future.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.4.1.	To offer a series of seminars specifically geared to female support staff e.g. "Microcomputers - a Secretarial Asset or Liability."	-Director of Staff Development	Seminars offered and implemented.
1.4.2.	To offer a series of seminars directed to female faculty members e.g. "Intelligent Purchase of a Personal Computer."	-Director of Staff Development	Seminars offered and implemented.
1.4.3.	To offer a seminar to female administrators on "Managing an Increasing Mechanized Workplace."	-Director of Staff Development	Seminar offered and implemented.
<b>Achievement</b>			
1.4.1.	Two seminars offered week of March 16, 1987; 15 women participated.		
1.4.2.	A series of three seminars offered at St. James Campus, winter of 1986; 20 women participated.		
1.4.3.	Individual consultations were offered to 3 female administrators.		

Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

Objective #2: To diversify female student enrolment.

Specific Objective #1: To increase enrolment of women in non-traditional programs in the Architectural Division.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.1.1. To promote and encourage among female Toronto high school students the prospect of employment in trades and technical occupations.	-Dean of Architectural Technology	Increase in percentage of female students in divisional programs.
2.1.2. To establish a regular "Why Not Technology?" Day.		
2.1.3. To seek increased enrolment in Women Into Trades and Technology program.		
<u>Achievement</u>		
2.1.1.1. 1. Dean appointed to the Technology Studies Committee of the Toronto Board of Education--pilot program has been submitted for approval. Program will involve youngsters in grades 7 and 8.		
2. Twelve Separate School principals spent a day at the College to study range of programs and curriculum requirements.		
3. Annual program enrolment report to be prepared.		
2.1.2. Open House held in new Women Into Trades and Technology (WITT) facilities, November 1986. Demonstration of WITT Program activities and promotion of non-traditional occupations--participants included Assistant Deputy Minister of Skills Development, Glenna Carr; C.E.I. Counsellors; Ontario Government Affirmative Action personnel.		
2.1.3. A program involving 20 students from the City of Toronto's INTO program will commence April 1, 1987.		

**Review of Affirmative Action Objectives from Divisions and Departments  
1986/87**

**Objective #2:** To diversify female student enrolment.

**Specific Objective #2:** To undertake an analysis of occupational gender distribution in the Metro Labour Market Needs Assessment studies.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.2.1.	To extract relevant data from the Metro Needs Assessment data base, design an appropriate investigative mechanism, perform analysis and produce report, and distribute report to deans and senior administrators.	-Dean of Research and Program Development	Factual assessment of prospective employment opportunities for women in selected occupations.
<b><u>Achievement</u></b>			
Objective not completed in fiscal year 1986-87. The Metro data base has undergone significant modification, which has rendered secondary users of the data to a lower priority for information requests and thus for their completion.			
At this point, no commitment can be made as to the completion of 2.2.1. in 1987-88.			

# Review of Affirmative Action Objectives from Divisions and Departments 1986/87

Objective #2: To diversify female student enrolment.

Specific Objective #3: To increase the number of women in trucking in the Industrial Training Division.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.3.1. To introduce orientation to course explaining roles that women are now playing in the trucking industry. Accent on success stories that are known by the division and others that are published in trade literature. Reproduce articles for bulletin boards.	-Dean of Industrial Training  -Chair of Transport Driver Training	Visible involvement of women in trucking.

## Achievement

1. Articles from trade magazines and newspapers have been regularly displayed on bulletin boards and forwarded to public relations departments.
2. CTV is preparing a one-hour show on its afternoon "Lifetime" which will consist of a panel of four women graduates from the Transport Driver school. Among the graduates will be a former legal secretary now employed as a co-driver for an owner-operator company.



Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #4:** To introduce a new program "Women in Advanced Metal Working" in the Electro-Mechanical Division.

	Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.4.1.	To develop the program.	-Dean of Electro-Mechanical Division, Chair of Metal Fabrication Technology	Program outline produced.
2.4.2.	To obtain approval.	-Dean, Chair	Council of Regents approval.
2.4.3.	To offer the program to CEIC for purchase.	-Vice-President of Government Programs	Seats purchased.
2.4.4.	To advertise for fee-payers.	-Dean of Marketing Division	Ad in paper.
2.4.5.	To enrol fee-payers.	-Registrar	Student record.

**Achievement**

1. Two alternative programs were developed: Computer Aided Design and Drafting (CADD) for Immigrant Women and a non-traditional trades program for students in the Ontario Basic Skills Program.
2. A 36-week CADD program was introduced November 1986; current enrolment 17 women; 2 classes of 20 female students will commence in the shop program February 1987.



# Review of Affirmative Action Objectives from Divisions and Departments 1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #5:** To apply for and implement a Technical Upgrading Program "Electro-Mechanical Technical Upgrading Program" in the Electro-Mechanical Division.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.5.1. To develop the program.	-Dean of Electro-Mechanical Division, Chair of Mechanical Technology	Program outline produced.
2.5.2. To obtain approval.	-Dean, Chair	Letter of approval.
2.5.3. To offer the program to CEIC for purchase.	-Vice-President of Government Programs	Seats purchased.
2.5.4. To advertise for fee-payers.	-Dean of Marketing Division	Ad in paper.
2.5.5. To enrol fee-payers.	-Registrar	Student record.
<b>Achievement</b>		
1. Designation of G.B.C. by the Toronto Chapter of the N.A.W.I.C. (National Association of Women in Construction) as the C.A.A.T. to offer the N.A.W.I.C. educational courses.		
2. Introduction to Construction course was run in 1986. In 1987 Intermediate Construction and the Certified Construction Associates courses will be started.		

# Review of Affirmative Action Objectives from Divisions and Departments 1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #6:** To support the "Counselling Centre for Women" Project.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.6.1. To lend any type of support to the project such as <ul style="list-style-type: none"><li>- moral support</li><li>- advice</li><li>- human resources</li><li>- general co-operation</li></ul>	-Dean and Chairs of Electro-Mechanical Division	Testimony of the project leader Ms. S. Angus.

## Achievement

The project proposal was not accepted; therefore no support was required.

# Review of Affirmative Action Objectives from Divisions and Departments 1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #7:** To increase the number of female students in selected programs of the Fashion Division.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<p>2.7.1. To continue to encourage women to enrol in non-traditional occupation programs such as:</p> <ul style="list-style-type: none"> <li>- Furniture Production and Design</li> <li>- Furniture Woodworking and Finishing</li> <li>- Furniture Upholstery and Repair</li> <li>- Industrial Sewing Machine Mechanic</li> </ul>	<ul style="list-style-type: none"> <li>-Dean of Fashion Technology</li> <li>-Chair of Fashion</li> <li>-Each respective program co-ordinator</li> <li>-Each respective program faculty</li> </ul>	<p>Relative enrolment and graduation numbers of women in non-traditional occupations.</p>
<p>2.7.2. To emphasize occupational opportunities for women in these areas in any media of divisional public relations information.</p>	<ul style="list-style-type: none"> <li>-Dean of Fashion Technology</li> <li>-Chair of Fashion</li> <li>-Each respective program co-ordinator</li> <li>-Each respective program faculty</li> </ul>	<p>Occupational opportunities for women mentioned in divisional material.</p>
<u>Achievement</u>		
2.7.1. See following page.		

2.7.2. Support Services Officer presently being hired. Part of activity will be the revision of divisional material to reflect occupational opportunities.

Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

Objective #2: To diversify female student enrollment.

Specific Objective #7: To increase the number of female students in selected programs of the Fashion Division.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<u>Achievement</u>		
2.7.1. The relative number of female students attending programs considered as non-traditional occupations is as follows for 1986-87:		
<u>Program</u>	<u>Male Students</u>	<u>Female Students</u> <u>%Female</u>
(FT 104) Furniture Production & Design		
-Year I	31	4 11.4
-Year II	16	6 27.3
(FT 544) Furniture Woodworking & Finishing	24	6 20.0
(FT 545) Furniture Upholstery & Repair	40	21 34.4
<u>TOTAL</u>	<u>111</u>	<u>37</u>
<u>AVERAGE</u>	25%	

**Objective #2:** To diversify female student enrolment.

**Specific Objective #8:** To institute a series of workshops and continuing education courses by the Academic Division for women, encouraging them to consider setting up small businesses or to improve their chances for employment in the existing market.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.8.1. To gather information; take course proposals to programs committee; market courses to metro-area women, including immigrants and those in low-income groups.	-Dean of Academic Division -Chair of English and Liberal Studies at St. James Campus	Counting the number of new courses advertised in the calendar, it is to be hoped that three or four will be running by the end of 1986-1987 academic year.
2.8.2. To get co-operation from Community Services Division so that daycare can be made available to those attending Saturday classes.		
2.8.3. To get funding and other support available through recent programs set up to help women.		
<b>Achievement</b>		
2.8.1.1. Workshop for Women: Your Business Matters was given in Continuing Education in the fall and will be offered again in the spring.		
2. ENG 933 (Bare Essentials), given for 14 weeks for 3 hours a week each semester, has mostly female students, many of them immigrants.		
3. Brochures for General Arts and Science program sent to women's groups all over the city.		
4. SOC 204X, Sociology of Women, approved by Programs Committee as evening offering.		
2.8.2. On three separate occasions, a member of AAAC got the College committed to daycare for Saturday workshops. Staff was lined up; information was circulated. Nobody signed up for daycare.		
2.8.3. No funding available.		

Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #9:** To organize and run a seminar for the women mathematics and science teachers of the Academic Division for the purpose of identifying and developing "Career Path Profiles" and "Enabling Environments" so that programs may be developed to encourage the registration of women students into non-traditional role training.

Strategy/Activity (What)		Responsibility (Who)	Measurement Criteria (How)
2.9.1.	To propose the idea of the seminar and gain input and re-direction from the women of the division - form task force or work group.	- Dean of Academic Division - Chairs of Mathematics and Science - Task Force	Meeting held. Task force formed.
2.9.2.	To produce operations plan for seminar and identify support required.		Presentation of plan for agreement and approval.
2.9.3.	To extend invitation to women in other divisions in non-traditional roles to join the group.		Invitations sent and replied to.
2.9.4.	To prepare announcement of intent of seminar and invite observers and resource people.		Announcement.
2.9.5.	To plan and hold seminar.		Plan approved and seminar held.
2.9.6.	To advise divisional chairs and College administration of results.		Evaluation and comment.
2.9.7.	To prepare profiles and state and identify enabling condition.		Evaluation and comment.
2.9.8.	To publish profiles and so on along with group picture of women in mathematics and science.		How received.
2.9.9.	To assist High School Liaison in distribution.		Response from high schools.

Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

Objective #2: To diversify female student enrolment.

**Specific Objective: #9** To organize and run a seminar for the women mathematics and science teachers of the Academic Division for the purpose of identifying and developing "Career Path Profiles" and "Enabling Environments" so that programs may be developed to encourage the registration of women students into non-traditional role training.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<u>Achievement</u>		
1. No funds were allocated for this objective; therefore no specific action took place.		
2. As an alternative, proposer became member of AAAC and participated in training programs for AAAC Management Development Program.		

# Review of Affirmative Action Objectives from Divisions and Departments 1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #10:** To establish a Technical Upgrading Program advisory committee of internal and external women who are involved in some way with women in non-traditional jobs or career counselling in general.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.10.1. To contact potential members 1986.	-Dean of Academic Division	An effective advisory committee meeting at least 3 times in 1986.
2.10.2. To convene first meeting early 1986.	-Chair of English and Liberal Studies, Casa Loma Campus	
<u>Achievement</u>		
Committee was established and met to discuss active involvement; Technical Upgrading Program was replaced by Ontario Basic Skills Program (OBS); committee intends to re-form to act in advisory capacity to OBS.		



Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #11:** To increase the number of immigrant women who complete a trade program.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.11.1. To teach a trade and English at the same time to groups of immigrant women. The emphasis would be on non-traditional occupations for women (e.g. electronics).	-Dean of Academic Division -Chair of English as a Second Language	The number of women who complete the course successfully and find employment.
2.11.2. To have a trades teacher and ESL teacher work together to design and teach the course.	-Dean of Academic Division -Chair of English as a Second Language	Development for immigrant women of a course that includes a trade component with an ESL component.

**Achievement**

Neither of these was funded. Therefore, neither of these was carried out.

Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #12:** To encourage enrolment in non-traditional programs.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.12.1. To develop a brochure that outlines opportunities in non-traditional occupations through programs offered at the College.	-Dean of Continuing Education and Marketing	Brochure produced by September 1, 1986.
<u>Achievement</u>		
Under development; completion target fall 1987.		

Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #13:** To assist the Chair of Community Outreach in the establishment of a Small Business program for the New Directions Community Group as part of Canadian Job Strategies.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.13.1. To work with Chair of Community Outreach and committee members of New Directions to discuss, plan and implement a Small Business program for women returning to the work force.	-Dean of Business -Chairs of Business	Program in operation by September 1986.
<b><u>Achievement</u></b>		
College staff met with members of the New Directions Committee to discuss their needs and to explain the College role. The New Directions Committee decided <u>not</u> to <u>proceed</u> with the proposal.		

Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

**Objective #2:** To diversify female student enrolment.

**Specific Objective #14:** To encourage women at all levels in the College to increase their awareness of the importance of micro computers in enhancing their work skills; and to equip them for career opportunities in the technologically dependent society of the future.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.14.1. To liaise with Deans of Electro-Mechanical and Architectural Technology to assist them in coordinating "Why Not Technology?" for women at the secondary school level.	-Director of Staff Development	Liaison with the two divisions.
2.14.2. To distribute the new videotape <u>Head Start</u> (in the Staff Computer Centre) to teachers on all campuses for showing to their female students.	-Director of Staff Development -Staff of Computer Centre	Videotape distributed on all campuses.

**Achievement**

2.14.1. Dean of Technology approached, but "Why Not Technology" not held in 1987.

2.14.2. Videotape distributed.

# Review of Affirmative Action Objectives from Divisions and Departments 1986/87

**Objective #3:** To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective #1:** To set up a committee to review and edit all Hospitality training manuals so as to remove all stereotyping and sex bias.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<p>3.1.1.1. To hire a journalism student food editor to edit the Hospitality training manuals during period April to July 1986. The Hospitality Division of George Brown College has assumed the role of developing the major texts used not only at George Brown College to train our 1250 full-time students and over 1000 part-time students, but also used in the 20 community colleges in Ontario and throughout Canada. Due to the fact that all of the authors are faculty of George Brown and all but three are men and due to the implied biases that existed for so many years in Hospitality such as:</p> <ul style="list-style-type: none"> <li>- Pantry persons are women</li> <li>- Chefs are men</li> <li>- Waiters are employed in the finer dining establishments while counter help and lower class service positions are typically in the female domain</li> <li>- House helpers are female, Hotel Managers are male</li> </ul> <p>we are certain that these biases no doubt carry through into our manuals and perpetuate the problem.</p>	<p>- Dean of Hospitality Division - Administrative Assistant to the Dean of Hospitality and Fashion</p>	<p>Using deadlines established by the printer for implementation and the printing all manuals in September 1986, all 27 manuals will be edited eliminating stereotyping and sex bias wherever possible.</p>
<p><b>Achievement</b></p> <p>Funding not given. Objective could not be undertaken.</p>		

**Review of Affirmative Action Objectives from Divisions and Departments  
1986/87**

**Objective #3:** To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective #2:** To continue to acquire for the library collection materials in all media that are free of stereotyping and sex bias and that reflect the contemporary roles of women in accordance with the Affirmative Action policy of the College.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.2.1. To increase acquisition and dissemination of information in the area of women's studies, specifically as related to College curriculum and job search activities.	-Director of Library Services -Library Staff	Statistical data on frequency of usage of materials obtained.
3.2.2. To ensure as far as possible that any gender bias found in the current literature is offset by acquiring parallel materials that are free of stereotyping.		
3.2.3. To continue the annual display on women's studies, complete with pathfinders.		
<b><u>Achievement</u></b>		
3.2.1. Increase in holdings and vertical file material.		
3.2.2. Still watching!		
3.2.3. Continues to be an annual event in each library!		

Review of Affirmative Action Objectives from Divisions and Departments  
1986/87

**Objective #3:** To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective #3:** To continue to ensure that media produced by Audio-Visual Services is free of stereotyping and sex bias and that programs reflect contemporary and/or changing roles of both men and women.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.3.1. To make program producers and content specialists aware of the affirmative action objectives established by the Ministry of Colleges and Universities.	-Director of Library Services	Lack of stereotyping and/or sex bias in materials produced.
<u><b>Achievement</b></u>		
The best way we can measure our stated objective is to quote from the judges' comments on our prize-winning video "Metal Fabrication Technology". These were: "A surprising insight into what is considered male territory." "A refreshing look at how women integrate into technology programs."		

SECTION VI

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AFFIRMATIVE ACTION  
OBJECTIVES FROM DIVISIONS  
AND DEPARTMENTS FOR 1987-  
1988



**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

PROVINCIAL OBJECTIVE: #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Specific Objective: #1: To develop professional growth of the female staff of Finance and Accounting.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.1.1. To provide professional development programs for female staff in Finance and Accounting, using such services as Career Track eg. seminars: -image and self projection for professional women. -power communication skills for professional women.	Controller	Completion of at least one seminar for each female staff member in Finance and Accounting by March 31, 1988.

PROVINCIAL OBJECTIVE:

- #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

Specific Objective:

- #2: To provide direct functional experience as an administrator to a woman staff member of the College.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.2.1. To provide direct exposure to day-to-day management practice in the position of Associate Director, Student Services, to selected women candidates. Effective April 1, 1987 the vacant position will be offered on a six-month basis to a woman selected by a team of three Student Services staff members on a normal College competition basis. Special conditions of employment as an administrator will be arranged to permit the selected candidates to function as normally and as effectively as possible.	Director of Student Services	<ol style="list-style-type: none"> <li>1. A performance appraisal of each incumbent (2) by the Director of Student Services.</li> <li>2. A report by each incumbent to the Director of Personnel on the experience.</li> </ol>

The Director of Student Services will draw up the operating conditions and will provide on-going training assistance to the selected candidates. The selection team will be comprised of the Senior Personnel Officer, Associate Director of Student Services, and Manager of Financial Aid.

**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

**PROVINCIAL OBJECTIVE:**

#1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

**Specific Objective:**

#3: To develop strategies and programs which will ensure the development and promotion of women currently employed in management positions.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.3.1. 1. To recommend, organize, co-ordinate and facilitate the creation of a George Brown College Committee on Women in Management.	Director of Personnel Director of Professional Development	Committee to be in place by September 1987.
2. To analyze current practices and barriers to promotion and development of women managers.		Analysis completed by November 1987.
3. To select five women to participate in management development activities.		Selection made by December 1987.
4. To select appropriate courses, workshops and programs and co-ordinate the participation of women managers in these activities.		Participation commencing March 1988.

# Affirmative Action Objectives from Divisions and Departments 1987-1988

**PROVINCIAL OBJECTIVE:** #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

**Specific Objective:** #4: To give high priority to the employment of female faculty in the Graphic Arts Division.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.4.1. To employ female faculty in the Visual Arts and Printing Departments of the Graphic Arts Division as vacancies occur.	Dean of Graphic Arts Chairpersons of Graphic Arts	Employment of at least two female faculty in 1987-88.

# Affirmative Action Objectives from Divisions and Departments 1987-1988

## PROVINCIAL OBJECTIVE: #1:

To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

## Specific Objective: #5:

To continue the objectives identified and started in 1986-87 providing on-going training to improve performance of support staff in technical expertise and interpersonal relations.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.5.1. To continue to offer workshops based on identified needs as set out in the "Affirmative Action Management Project" study and as identified by the workshops offered in the 1986-87 year.	Registrar	Questionnaire to participating staff evaluating benefits as perceived by them.
To provide time for staff to participate.		Feedback of staff's performance from academic divisions, specifically at annual review meetings with the academic divisions.

# Affirmative Action Objectives from Divisions and Departments 1987-1988

## PROVINCIAL OBJECTIVE:

- #1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

## Specific Objective:

- #6: To organize and run a seminar for the women teachers of the College for the purpose of identifying and developing "Career Path Profiles" and "Enabling Environments" so that programs may be developed to encourage the registration of women students into non-traditional role training.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
1.6.1. 1. To arrange an initial meeting to propose the idea, to gain input and redirection, and to identify task force or work group.	Dean of Academic Studies	1. Meeting held. Task force formed.
2. To produce operations plan for seminar and identify support required.	Chairperson of Applied Studies (Math and Science), Casa Loma	2. Presentation of plan for agreement and approval.
3. To extend invitation to women teachers across the College to join the group.		3. Invitations sent and replied to.
4. To prepare announcement of intent of seminar and invite observers and resource people.		4. Announcement
5. To plan and hold seminar.		5. Plan approved; seminar held.
6. To advise College Administration of results.		6. Evaluation and comment.
7. To prepare profiles and state and identify enabling condition.		7. Evaluation and comment.
8. To publish profiles and state and identify enabling condition.		8. How received.

**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

**PROVINCIAL OBJECTIVE:**

#1: To raise and diversify the occupational distribution of women employed in the Colleges of Applied Arts and Technology.

**Specific Objective:**

#6: To organize and run a seminar for the women teachers of the College for the purpose of identifying and developing "Career Path Profiles" and "Enabling Environments" so that programs may be developed to encourage the registration of women students into non-traditional role training.

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**Strategy/Activity (What)**

**Responsibility (Who)**

**Measurement Criteria (How)**

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1.6.1. continued

9. To assist High School Liaison in distribution.

9. Response from High Schools.

**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

**PROVINCIAL OBJECTIVE:** #2: To diversify female student enrolment.

**Specific Objective:** #1: To make elementary school teachers, counsellors and administrators and therefore young people aware of the range of programs available at George Brown College.

<b>Strategy/Activity (What)</b>	<b>Responsibility (Who)</b>	<b>Measurement Criteria (How)</b>
2.1.1. To plan and offer a Professional Development Day for elementary school teachers, counsellors, and administrators to familiarize them with the range of programs offered by George Brown College.	Dean of Continuing Education and Marketing	Day presented before March 31, 1988.



**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

**PROVINCIAL OBJECTIVE: #2:** To diversify female student enrolment.

**Specific Objective: #2:** To promote the enrolment of women in non-traditional trades.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.2.1. To conduct an open-house in the Women into Trades and Technology (WITT) facilities.	Dean of Architectural Technology Chairperson of WITT Program	Open-house conducted.

# Affirmative Action Objectives from Divisions and Departments 1987-1988

PROVINCIAL OBJECTIVE: #2: To diversify female student enrolment.

Specific Objective: #3: To improve the quality of student life for the women at the St. James Campus.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.3.1. To set up a Women's Resource or Drop-in Centre at the St. James Campus. This centre would provide information on careers and resources open to women. It can provide a forum for exchange of ideas, opinions and experiences between all women on campus, including faculty members. Consideration should be given to having coffee available to promote an informal, friendly, supportive environment.	Dean of Academic Studies  Chairpersons of Academic Studies at St. James	Successful establishment of centre.

The ELS department has several faculty members who have experience in teaching women's studies and experience in women's issues. The chairperson of Math & Science has experience with women in scientific occupations and also extensive experience with women who have special needs in education.

Affirmative Action Objectives from Divisions and Departments  
1987-1988

PROVINCIAL OBJECTIVE: #2: To diversify female student enrolment.

Specific Objective: #4: To train immigrant women in non-traditional occupations.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<p>2.4.1. To teach a trade and ESL to Groups of immigrant women.</p> <ul style="list-style-type: none"> <li>-identification of trades in which immigrant women need training.</li> <li>-development of a model in which an ESL component would be integrated with the teaching of a trade.</li> </ul>	<p>Dean of Academic Studies</p> <p>Chairperson of English as a Second Language</p>	<p>The number of women who complete the course and successfully find employment.</p>

ESL department and WITT. An ESL teacher and a trades teacher would work together to design and teach the course.

Affirmative Action Objectives from Divisions and Departments  
1987-1988

PROVINCIAL OBJECTIVE: #2: To diversify female student enrolment.

Specific Objective: #5: To accommodate the increase in women students in 1 Dartnell  
(D Building), Casa Loma Campus.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.5.1. To construct women's washroom facilities on the second floor of 1 Dartnell (D Building).	Director of Physical Resources	Completion of facilities.

**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

PROVINCIAL OBJECTIVE: #2: To diversify female student enrolment.

Specific Objective: #6: To upgrade women's washrooms at Kensington Campus, first floor, #3 building.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
2.6.1. 1. To reverse sex assignment of existing M & F washrooms.	Director of Physical Resources	Completion of project and assessment of students and staff.
2. To install new plumbing.		
3. To replace urinals and toilet bowls with new seats.		
4. To install drop ceilings.		
5. To install new stalls.		
6. To install wall covering.		
7. To install new mirrors.		
8. To repair floors.		

Affirmative Action Objectives from Divisions and Departments  
1987-1988

PROVINCIAL OBJECTIVE:

#3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Specific Objective:

#1: To increase the number of women exposed to hands-on tool and computer skills in all upgrading programs at Casa Loma Campus.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.1.1. To continue to develop, mount, and assess short components of the upgrading program that will introduce women to hands-on tool and computer skills.	Dean of Academic Studies  Chairperson of Academic Upgrading	Program review (student questionnaires).  Analysis of enrolment, completion, and placement statistics.

**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

**PROVINCIAL OBJECTIVE:**

- #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective:**

- #2: To mount a program for immigrant women reflecting the contemporary roles of women in Canadian society.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.2.1. To mount a specialized 8-week course for immigrant women in employment orientation and life skills.	Dean of Academic Studies	Enrolment of 24 women in the program.
E.S.L. department to identify potential candidates for the course, develop curriculum and hire instructor.	Chairperson of English as a Second Language	Positive evaluation of the program by the students.  Written report submitted by the instructor upon completion of the course.

**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

**PROVINCIAL OBJECTIVE:**

**#3:** To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective:**

**#3:** To aid in ensuring that the Hospitality Division's curriculum is free of stereotyping and sex bias and that the Hospitality programs reflect the contemporary roles of women.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<p>3.3.1. To set up a Divisional Committee to review and edit 20 Hospitality training manuals removing stereotyping and sex bias.</p> <p>The Hospitality Division of George Brown College has assumed the role of developing the major texts used not only at George Brown College to train our 1700 full-time students and over 1000 part-time students, but also in the community colleges in Ontario and throughout Canada. Due to the fact that all of the authors are faculty of George Brown and all but three are men, and due to the implied biases that existed for so many years in Hospitality such as:</p>	Dean of Hospitality	Using deadlines established by the printer for implementation and the printing of all manuals in September 1988, all 20 manuals will be edited eliminating stereotyping and sex bias wherever possible.

- pantry persons are women
- chefs are men
- waiters are employed in the finer dining establishments while



**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

- PROVINCIAL OBJECTIVE:** #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.
- Specific Objective:** #3: To aid in ensuring that the Hospitality Division's curriculum is free of stereotyping and sex bias and that the Hospitality programs reflect the contemporary roles of women.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<p>3.3.1. continued</p> <p>Counter help and lower-class service positions are typically in the female domain</p> <p>-house-helpers are female, hotel managers are male,</p> <p>We are certain that these biases no doubt carry through into our manuals and perpetuate the problem.</p> <p>During the spring and summer of 1987, prior to the reprint of the manuals (the printing was 30,000 manuals in 1986), we would recommend that an editor be employed to ensure that all 20 manuals be revised to demonstrate contemporary roles of women in the hospitality industry.</p>		

**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

**PROVINCIAL OBJECTIVE:**    #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective:**        #3: To aid in ensuring that the Hospitality Division's curriculum is free of stereotyping and sex bias and that the Hospitality programs reflect the contemporary roles of women.

<b>Strategy/Activity (What)</b>	<b>Responsibility (Who)</b>	<b>Measurement Criteria (How)</b>
3.3.1. continued		
Under the guidance of Administrative Assistant to the Dean of Hospitality/Fashion, an editor be hired to completely edit the Hospitality training manuals.		
Supplementary Support:		
The hiring of a journalism student food editor for the manuals at a cost of \$500 per manual (total \$10,000). The division will provide the word processing and print-ready preparation.		

**Affirmative Action Objectives from Divisions and Departments:**  
1987-1988

PROVINCIAL OBJECTIVE: #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

Specific Objective: #4: To develop and produce advertising and promotional material to market Graphic Arts programs to women.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
3.4.1. To develop brochure featuring Graphic Arts programs.  To develop and produce an audio/slide presentation for high school career days.	Dean of Graphic Arts	Brochure copy by May 31, 1987; production and distribution for October 31, 1987.  Audio synchronized slide presentation by January 1, 1988.

**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

**PROVINCIAL OBJECTIVE:** #3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective:** #5: To continue to ensure that media produced by Audio-Visual Services is free of stereotyping and sex bias and that programs reflect contemporary and/or changing roles of both men and women.

<b>Strategy/Activity (What)</b>	<b>Responsibility (Who)</b>	<b>Measurement Criteria (How)</b>
3.5.1. To make program producers and content specialists aware of the affirmative action objectives established by the Ministry of Colleges and Universities and by the Affirmative Action Advisory Committee of this College.	Director of Library and Audio-Visual Services	Lack of stereotyping and/or sex bias in materials produced.

**Affirmative Action Objectives from Divisions and Departments  
1987-1988**

**PROVINCIAL OBJECTIVE:**

#3: To ensure that the curriculum is free of stereotyping and sex bias and that programs reflect the contemporary roles of women.

**Specific Objective:**

#6: To continue to acquire in all media library material that is free of sex bias and that reflects the contemporary roles of women in accordance with the Affirmative Action policy of the Ministry of Colleges and Universities and the Affirmative Action Advisory Committee of the College.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<p>3.6.1. 1. To increase acquisition and dissemination of information in the area of women's studies, specifically as related to College curriculum and job-search activities.</p>	<p>Director of Library and Audio-Visual Services</p>	<p>Statistical data on frequency of usage of materials obtained.</p>
<p>2. To ensure as far as possible that any gender bias found in the current literature is offset by acquiring parallel materials that are free of stereotyping.</p>		
<p>3. To continue the annual display on women's studies, complete with pathfinders and mount displays accompanied by appropriate handouts.</p>		

SECTION VII

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AFFIRMATIVE ACTION  
OBJECTIVES FOR EXPANDED  
MANDATE FOR 1987-1988

Affirmative Action for Expanded Mandate  
Objectives 1987-88

PROVINCIAL OBJECTIVE:

Specific Objective: #1: To improve the College environment for students and staff who are from visible minorities.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<p>4.1.1. To work with a subcommittee of AAAC to include students and staff representing visible minorities in the College community to make recommendation regarding this objective.</p> <p>Specifically to advise on:</p> <ul style="list-style-type: none"> <li>- the purchase of resource material (books, videos, films, etc.) to be used in demonstrations, displays and teaching.</li> <li>- appropriate seminars and cultural demonstrations at the campus level.</li> </ul>	<p>Dean of Community Services</p> <p>Chairperson of Community Services</p>	<p>Acquisition of resource material.</p> <p>Increased measure of satisfaction with the College by students and staff from visible minorities.</p>

Affirmative Action for Expanded Mandate  
Objectives 1987-88

PROVINCIAL OBJECTIVE:

Specific Objective: #2: To research and develop alternative methods of evaluating students with varying physical disabilities; information to be distributed to all faculty at the College (pilot project).

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
<p>4.2.1. To consult with Student Services. Hire contract resource consultant (\$10,000) who would</p> <ul style="list-style-type: none"> <li>- assess the difficulty from a teaching perspective.</li> <li>- consult with agencies and other professionals for their advice.</li> <li>- consult with handicapped people, especially those who have succeeded in post-secondary education.</li> <li>- make specific recommendations regarding alternative methods of evaluation.</li> <li>- make general recommendations to the College regarding future needs.</li> </ul>	<p>Dean of Community Services  Director of Student Services</p>	<p>Alternative methods developed and distributed to all faculty, chairpersons and deans.</p>



Affirmative Action for Expanded Mandate  
Objectives 1987-88

PROVINCIAL OBJECTIVE:

Specific Objective: #3: To develop high-tech Videography/Computer Graphics course for socially and physically handicapped.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
4.3.1. To develop a brochure for direct mail to industry and special institutes to attract wheelchair and native students.	Dean of Graphic Arts Chairperson of Visual Arts	Brochure developed and distributed.

PROVINCIAL OBJECTIVE:

Specific Objective: #4: To promote tolerance and understanding by College staff and to ensure freedom from stereotyping and bias against visible minorities and culturally diverse people.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
4.4.4.1. To provide training in cross-cultural communications situations for E.S.L. faculty, support staff and management.	Dean of Academic Studies	Decrease in cross-cultural misunderstanding.
Phase I- conduct a needs analysis and preliminary attitudinal survey.	Chairperson of English as a Second Language	Follow-up attitudinal survey.
Phase II-present 2 to 5 two-hour sessions on cross-cultural sensitization and communications training.		

E.S.L. department in conjunction with the Ontario Ministry of Skills Development.

**Affirmative Action for Expanded Mandate  
Objectives 1987-88**

**PROVINCIAL OBJECTIVE:**

- Specific Objective:** #5: To encourage and support College-wide understanding and competency in serving special needs students in light of Bill 82, the Ontario Human Rights Code, the Canadian Charter of Rights, and the recommendations of the President's Task Force.

<b>Strategy/Activity (What)</b>	<b>Responsibility (Who)</b>	<b>Measurement Criteria (How)</b>
<p>4.5.1. To develop a handbook for all College staff. The handbook will describe services provided to Hearing Impaired students (at later date, to be included in province-wide handbook on "College Services to Special Needs Students"). Campus Admissions staff will know procedure for communicating with hearing impaired applicants, interpreting service contacts, special needs counselling contacts.</p> <p>All division heads, department chairpersons, co-ordinators and faculty will be aware of services available to hearing impaired students registered in their programs or courses, as well as the appropriate contacts. Faculty will increase knowledge of deafness and its effect on language development.</p> <p>Faculty will increase knowledge of service models appropriate for teaching the hearing impaired.</p>	<p>Director of Student Services and Support Services</p> <p>Associate Director of Support Services</p>	<p>A completed handbook will be provided to all divisions and departments by March 1988.</p>

**Affirmative Action for Expanded Mandate  
Objectives 1987-88**

**PROVINCIAL OBJECTIVE:**

**Specific Objective:** #6: To continue to acquire in all media library material that reflects the contemporary roles of visible minorities, Native and handicapped people in accordance with the Affirmative Action policy and the Affirmative Action Advisory Committee of the College.

<b>Strategy/Activity (What)</b>	<b>Responsibility (Who)</b>	<b>Measurement Criteria (How)</b>
<p>4.6.1. 1. To increase acquisition and dissemination of information in the area of visible minorities, Native and disabled people, specifically as related to College curriculum and job-search activities.</p> <p>2. To mount displays relating to visible minorities, Native and disabled people accompanied by appropriate handouts.</p>	<p>Director of Library and Audio-Visual Services</p>	<p>Statistical data on frequency of usage of materials obtained.</p>

**Affirmative Action for Expanded Mandate  
Objectives 1987-88**

**PROVINCIAL OBJECTIVE:**

**Specific Objective:**      #7:      To have the Casa Loma Library physically accessible to disabled people by September 1987.

<b>Strategy/Activity (What)</b>	<b>Responsibility (Who)</b>	<b>Measurement Criteria (How)</b>
4.7.1.    1. To remove existing wall panel on west side of Room C330.	Director of Library and Audio-Visual Services	1. Statistics on library usage by handicapped.
2. To install entrance and buzzer for wheelchair access, etc.		2. Ability of handicapped to access library in a normal and unobtrusive manner.

Affirmative Action for Expanded Mandate  
Objectives 1987-88

PROVINCIAL OBJECTIVE:

Specific Objective: #8: To provide alterations to the 500 MacPherson headquarters to enhance access by the handicapped and the safety of building users.

Strategy/Activity (What)	Responsibility (Who)	Measurement Criteria (How)
4.8.1. 1. To engage specialist engineers (H.H.Angus Elevator Design) to prepare tender specifications.	Director of Physical Resources	Completion of elevator.
2. To obtain competitive tenders (\$55,000.00 approx.).		
3. To assign renovation funds from M.C.U. general capital or College capital-out-of-operating.		